

DDA REGISTRY

FILE: Haining

20 July 1981

NOTE FOR: Deputy Director for Administration
Associate Deputy Director for Administration

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FROM: [REDACTED]
Executive Officer to the DDA

SUBJECT: Meeting of the Group to Consider the Future of the CSI

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Under [REDACTED] guidance, the first meeting of the group was held on 16 July. A variety of discussions took place which I would characterize as generally in support of continuation of the Center for the Studies of Intelligence, emphasizing the need for top Agency management support. The general consensus was that the Center needs to be housed under an office in the DCI's area in order to be effective. My suggestion that NFAC be responsible for the Center went over like a lead balloon. [REDACTED] was tasked with drawing up a paper on various proposals that were considered at the session. His paper will be provided to me within the next couple of weeks and I will pass on same to you.



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Date 08-10-81

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Remarks: FYI - Attached is excerpt from minutes on Excom CSI discussion. Plse plan to come to a meeting at 3:00 pm ^{10:30 am} in the DDA Conference Rm on Thurs 7/14, to come up with some other options.			
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- Examine other possible procedures for making CIA unclassified reference materials available, including initiating discussions with the Department of State.
- Continue the exchanges between analysts and academics, ensuring that analysts specify that the unclassified analytical judgments they share are their own personal views, not those of the Agency.

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9. Status of the CSI. Admiral Inman summarized Mr. Fitzwater's paper outlining the ups and downs of the Center and its current need for additional support from the Directorates. Mr. Lehman, Chairman of the Center's Board of Advisors, emphasized that for the Center to be effective, it needs good, experienced officers to serve as fellows, a Director with considerable standing, and a strong Board of Advisors--preferably the Deputy Directors. Linking the Center to the Agency's decisionmaking channels would make it both more effective and a more career enhancing place to work.

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10. Messrs. Lipton and Hugel favored eliminating the Center, using its existing resources for other purposes. Messrs. McMahon, Gates and Briggs suggested that the Center should be retained as a vehicle for asking basic questions about how the Agency does its business, organizing seminars facilitating the exchange of ideas between employees and senior managers, and developing and accumulating the basic literature of the intelligence profession. Suggestions for breathing new life into the Center included making it a responsibility of the Executive Committee and designing more flexible tours enabling fellows to work on short-term as well as long-term projects at the Center. In response to the DDCI's question, Mr. Lehman explained that the Studies in Intelligence and Contra publications could continue if the Center were disbanded.

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11. Admiral Inman emphasized his belief that as the Agency rebuilds in the coming decade, it needs to focus on professionalism. He acknowledged that there were not many tools available in the Intelligence Community to sustain such an effort. From his past experience in using fellows similar to those at the Center, he found that they were valuable only if they were carefully selected, placed near the top of the organization, and able to see how the organization functions from that vantage point. He requested that the Office of Policy and Planning take a second look at the question of the Center to determine if there were other options for sustaining its work. He noted that he would be reluctant to place the Deputy Directors on the Center's Board of Advisors, given their heavy workload. //

Robert M. Gates

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